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October 26, 2007

TO: Each Supervisor

FROM: Bruce A. Chernof, M.D. 
Director and Chief Medical Officer

SUBJECT: **STATUS OF THE IMPLEMENTATION OF THE
CONTINGENCY SERVICES PLAN AT MARTIN LUTHER
KING, JR. – HARBOR HOSPITAL**

This is to provide your Board with the weekly report on the status of the Martin Luther King, Jr. - Multi-Service Ambulatory Care Center (MLK MACC), the impact of the closure of MLK-Harbor Hospital, and the progress of the plan to reopen MLK Hospital.

MLK MACC Service Indicators

Urgent Care

There were 495 total (adult and pediatric) urgent care visits in the week ending October 20, 2007 (Attachment I). This is a 4% increase from the prior week when 475 visits were provided.

There were 37 patients transferred out of the urgent care center to hospitals, primarily to Harbor-UCLA Medical Center, during the week ending October 20, 2007, compared to 38 patients the prior week. One of these transfers was initiated through a call to 9-1-1.

Outpatient Primary and Specialty Care Visits

The number of outpatient primary and specialty care visits has generally been level (Attachment I). The number of outpatient primary and specialty care visits for the week ending October 20, 2007, was 2,192. This is a 25% increase from the prior week when 1,754 visits were provided. The number of visits was lower in the prior week due to a holiday on October 8, 2007.

The Department will continue to monitor urgent, primary, and specialty care visits and will report on any trends.

Impacted Hospitals – Emergency Department Volume and 9-1-1 Transports

As reported previously, the Emergency Medical Services (EMS) Agency in collaboration with EMS field providers and surrounding hospitals redrew the ambulance services area to redirect 9-1-1 ambulances in an effective manner while limiting disruption to the EMS system to the greatest degree possible. Nine private "impacted" hospitals were offered an agreement including reimbursement for uninsured 9-1-1 patients from the MLK geographical area

and priority for transfers into the County and MetroCare contract facilities. Additional funding was allocated for physician reimbursement of 9-1-1 and walk-in patients. To date, seven of the nine hospitals have signed the agreement.

The EMS Agency continues to closely monitor redirected ambulance traffic. The average daily number of patients registered in the emergency departments (ED) of the impacted hospitals and the average daily number of 9-1-1 transports has generally remained level since the closure of MLK-Harbor Hospital. All impacted hospitals continue to report a sustained increase in ambulance traffic and the hospitals are generally reporting that their inpatient beds are busier than usual for this time of year.

Emergency Department Volume

The nine impacted private hospitals have a total of 273 ED treatment stations. During the week ending October 20, 2007, a daily average of 1,155 patients registered in the EDs of the eight hospitals that have provided data each week (Attachment II). This reflects less than a 1% increase from the daily average of 1,147 patients during the prior week. Harbor-UCLA Medical Center registered a daily average of 211 ED patients during the week ending October 20, compared to 228 the prior week. LAC+USC Medical Center registered a daily average of 423 patients during the week ending October 20, compared to 424 the prior week. This data is self-reported by the hospitals.

9-1-1 Transports

During the week ending October 20, 2007, there was a daily average of 224 9-1-1 transports to the eight impacted private hospitals that have provided data each week (Attachment II). This reflects a 3% decrease from the daily average of 231 9-1-1 transports during the prior week. Harbor-UCLA Medical Center had a daily average of 14 9-1-1 transports, compared to 11 the prior week and LAC+USC Medical Center had a daily average of 49 9-1-1 transports compared to 50 the prior week. This data is also self-reported by the hospitals.

The EMS Agency has continued to monitor the EMS system and is working closely with field personnel and fire departments to evaluate the impact on the pre-hospital care system. Data to confirm the impact is being collected however data from the fire departments has been delayed due to the number of fires in and around Los Angeles County. Once the fire departments are able to resume data collection, the analysis will be completed and the results will be reported to your Board.

The EMS Agency met with St. Francis Medical Center staff on October 18, 2007, to answer questions and ensure the "round robin" process is being utilized effectively. On October 23, 2007, EMS Agency staff visited Downey Regional Medical Center to ensure that 9-1-1 provider agencies were transporting patients following the "round robin" rules. On October 24, 2007, the Acting Director of the EMS Agency met with Los Angeles City paramedics to answer questions and obtain feedback regarding patient destination issues in the South Los Angeles area. A meeting with Memorial Hospital of Gardena is scheduled for November 1, 2007, to discuss their service area and emergency department census.

Impacted Hospital Transfer Program

From October 1 - 20, 2007, the impacted hospitals referred 89 eligible patients to the EMS Agency for transfer into DHS and other hospitals. Of these, 44 were accepted for transfer and 45 were not. The main reasons why eligible patients were not transferred are that the patients were

discharged (17), patient had a complex diagnosis that required specialty care and there were no beds available in County or other hospitals that had the capacity to provide the required level of care (6), the request was cancelled by the sending facility (4), and the patients no longer had an acute care need (4).

The Department is working to increase bed capacity and the ability to accept more transfers from the impacted hospitals. The EMS Agency is working with Harbor-UCLA Medical Center on a plan to assign Medical Alert Center staff to Harbor to work with ED staff to identify lower acuity patients who would be appropriate to transfer to Rancho Los Amigos National Rehabilitation Center and other hospitals. The goal is to increase the number of beds available at Harbor-UCLA Medical Center for higher acuity patients from the impacted hospitals who require specialty care services. In addition, the Department is working with St. Vincent Medical Center to establish procedures to facilitate transfers from impacted hospitals to St. Vincent Medical Center.

Employee Mitigation and Transfer

As requested, detailed reports on employee mitigation and transfer and financial implications are being prepared and will be submitted under separate cover by the Department and Chief Executive Officer.

Progress to Re-open MLK-Harbor Hospital

Since the last report, Hammes Company has informed the Department that a fourth potential operator has submitted a Letter of Intent expressing interest in operating MLK Hospital. This brings the total number of interested parties to seven. Discussions are continuing with all seven parties.

Conclusion

I will continue to update you on the status of the MLK contingency services plan on a weekly basis. If you have any questions or need additional information, please let me know.

BAC:cb
708:004

Attachments

c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors

Los Angeles County Department of Health Services
MARTIN LUTHER KING, JR. - MULTI-SERVICE AMBULATORY CARE CENTER
Urgent Care and Primary and Specialty Care Visits
Week Ending October 20, 2007¹

Visit Type	8/11/2007	8/18/2007	8/25/2007	9/1/2007	9/8/2007	9/15/2007	9/22/2007	9/29/2007	10/6/2007	10/13/2007	10/20/2007	Trend Indicator ²
Urgent Care ³	296	246	355	342	343	433	454	488	440	475	495	↑
Primary and Specialty Care	1,867	2,050	2,036	2,017	1,535*	2,050	1,971	2,102	1,930	1,754*	2,192	↑

¹ Weekly statistics reflect activities beginning on Sunday 12:00 midnight and ending on Saturday 11:59 pm.

² Trend Indicator is calculated by comparing current week to average of previous four weeks (unless otherwise adjusted); Up arrow indicates an increase of 5% or greater, down arrow indicates a decrease of 5% or greater.

³ Urgent care visits include pediatric and adult urgent care visits.

* Number of visits is lower due to holidays. This number is not included in the calculation of the trend indicator.

Los Angeles County Department of Health Services
SELF-REPORTED POLL OF HOSPITALS IMPACTED BY CLOSURE OF MLK-HARBOR HOSPITAL

Hospital	Average Daily Emergency Department (ED) Volume										Trend Indicator†
	Week of 8/19/07- 8/25/07	Week of 8/26/07- 9/1/07	Week of 9/2/07- 9/8/07	Week of 9/9/07- 9/15/07	Week of 9/16/07- 9/22/07	Week of 9/23/07- 9/29/07	Week of 9/30/07- 10/6/07	Week of 10/7/07- 10/13/07	Week of 10/14/07- 10/20/07		
California Hospital Medical Center: 26 Emergency Department Treatment Stations											
# of Patients Registered in the Emergency Department	172	172	177	163	168	168	169	164	170	→	
# of 9-1-1 Transports	57	55	61	54	55	53	55	55	48	↓	
Centinela Freeman Regional Medical Center: 38 Emergency Department Treatment Stations											
# of Patients Registered in the Emergency Department	168	168	169	169	161	172	167	169	168	→	
# of 9-1-1 Transports	54	55	59	57	55	60	58	55	50	↓	
Downey Regional Medical Center: 22 Emergency Department Treatment Stations											
# of Patients Registered in the Emergency Department	140	138	136	134	122	135	130	128	133	→	
# of 9-1-1 Transports	25	27	21	24	22	24	23	21	26	↑	
Kaiser Foundation - Bellflower: 45 Emergency Department Treatment Stations											
# of Patients Registered in the Emergency Department	228	233	249	209	234	231	259	239	231	→	
# of 9-1-1 Transports	28	25	27	32	28	23	22	22	25	↑	
Lakewood Regional Medical Center: 14 Emergency Department Treatment Stations											
# of Patients Registered in the Emergency Department	94	94	97	95	88	95	91	86	94	→	
# of 9-1-1 Transports	15	16	18	13	13	14	15	12	14	→	
Long Beach Memorial Medical Center: 53 Emergency Department Treatment Stations											
# of Patients Registered in the Emergency Department	233	227	*	*	*	*	235	248	252	*	
# of 9-1-1 Transports	*	*	*	*	*	*	*	*	*	*	
Memorial Hospital of Gardena: 10 Emergency Department Treatment Stations											
# of Patients Registered in the Emergency Department	83	75	85	82	81	84	88	83	82	→	
# of 9-1-1 Transports	15	16	16	15	13	16	16	16	18	↑	
St. Francis Medical Center: 39 Emergency Department Treatment Stations											
# of Patients Registered in the Emergency Department	179	170	191	174	183	171	170	167	163	→	
# of 9-1-1 Transports	35	33	39	34	34	28	33	35	28	↓	
White Memorial Medical Center: 28 Emergency Department Treatment Stations											
# of Patients Registered in the Emergency Department	114	114	120	114	109	112	111	111	114	→	
# of 9-1-1 Transports	12	14	18	18	13	17	15	15	17	↑	
TOTAL**											
# of Patients Registered in the Emergency Department	1,178	1,162	1,224	1,140	1,128	1,168	1,185	1,147	1,155	→	
# of 9-1-1 Transports	239	241	259	247	233	235	237	231	224	→	
Harbor/UCLA Medical Center: 55 Emergency Department Treatment Stations											
# of Patients Registered in the Emergency Department	213	207	210	218	207	209	203	228	211	→	
# of 9-1-1 Transports	9	11	13	11	11	13	11	11	14	↑	
LAC+USC Medical Center: 72 Emergency Department Treatment Stations											
# of Patients Registered in the Emergency Department	432	419	405	420	417	418	413	424	423	→	
# of 9-1-1 Transports	46	45	54	50	48	48	54	50	49	→	

* Not reported/available

These numbers have been updated based on revised information.

[†]Trend Indicator is calculated by comparing current week to average of previous four weeks (unless otherwise adjusted): Up arrow indicates an increase of 5% or greater, down arrow indicates a decrease of 5% or greater. Trend Indicator is reported for 8 hospitals where data is available.

**Due to hospitals not reporting data, the trend indicator for "Total" is calculated using 8 hospitals and excludes Long Beach Memorial Medical Center.